



THRESHOLD
HOUSING SOCIETY



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OUR VISION A community where all youth thrive.

OUR MISSION Threshold works to prevent adult homelessness by providing safe housing, support services, and community to at-risk youth.

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Board Chair Report



On behalf of the Board of Directors, it is my privilege to reflect on the past year and the culmination of Threshold Housing

Society's 2022–2025 Strategic Plan.

One important reflection from this past year is that our work is only possible because of the unwavering support of people like you—through financial gifts, advocacy, and partnerships. Together, we are building a community where all youth have the opportunity to thrive. Over the past three years, Threshold Housing Society has operated with intention, integrity, and a steadfast commitment to our bold vision: to prevent and end youth homelessness in our community. As a Board of Directors, our responsibility is to ensure the organization remains mission-aligned, financially resilient, and responsive to the evolving needs of the youth we serve. I am proud to share that, even amid a shifting social and economic landscape, Threshold has remained steady and true to its purpose.

This final year of the strategic plan was one of consolidation and

sustainability. Threshold Housing focused on strengthening core programs, deepening cultural safety practices, and reinforcing the infrastructure needed to support long-term impact. The addition of Indigenous support within the service delivery model exemplifies Threshold's commitment to reconciliation and meaningful inclusion.

Threshold continues to be recognized as a leader in youth housing, both regionally and nationally. The organization has maintained strong visibility, collaborative partnerships, and a reputation for delivering innovative, trauma-informed services. This year allowed the organization to stabilize and strengthen its existing impact.

As a Board, our focus has remained on strategic alignment, fiscal oversight, and ensuring a culture of continuous improvement at the governance level.

We are proud of the organization's prudent financial stewardship and thoughtful risk management, which have allowed Threshold to weather sector challenges while maintaining service quality.

With the conclusion of this strategic plan, the Board is actively engaged in supporting the next phase of organizational visioning and planning. We are confident that the foundation

laid over the past three years—rooted in clarity, capacity, and community—is strong. The path forward will require continued courage, creativity, and collaboration, and we are committed to supporting the team as they build toward Threshold's next chapter.

In closing, I would like to extend heartfelt thanks to my fellow Board members for their steadfast commitment, and to the dedicated staff who bring Threshold's mission to life each day. In particular, I want to express deep appreciation for Executive Director Colin Tessier, whose thoughtful leadership, unwavering dedication, and strategic vision have been vital to the organization's growth and stability during this pivotal time.

Most importantly, we recognize the strength and resilience of the young people at the heart of this work. They are the reason we do what we do—and their futures are what continue to inspire us.

With gratitude,

Alison Campbell
Board Chair.

Executive Director Report



As we close the final year of our 2022–2025 Strategic Plan, I'm filled with deep gratitude for what we've achieved

together. This past year has been one of steady growth for Threshold Housing Society—expanding both our housing portfolio and our team—while staying grounded in our mission to support youth experiencing or at risk of homelessness.

A key milestone was the opening of PKOLS House, our newest home located in the District of Saanich. With this, Threshold's housing portfolio grew to 54 units. This home, developed in partnership with NIL TU,O Child and Family Services and the Ministry of Children and Family Development, offers youth a place of belonging, stability, and intensive support. The generosity of the Kirzinger Family helped make this dream a reality. In Oak Bay, we reached another important moment: the successful rezoning and subdivision of the

Threshold House property, now fully owned by Threshold Housing thanks to the Forster Family. This 8-bed home will continue to provide secure, supportive housing for youth for years to come.

Throughout the year, our core programs—including various housing models, supportive recovery, and wraparound services—remained strong and effective. Our commitment to cultural safety and reconciliation continues through the growth of our Indigenous Cultural Team. We also saw strong outcomes from our harm reduction and recovery-based work, particularly with youth who face complex challenges.

We remained active in sector leadership, media engagement, and policy advocacy—helping shape the broader systems that impact the young people we serve. Internally, our leadership focused on workforce wellness, service integration, equity, and preparing for the next phase of strategic priorities.

As we step into a new strategic plan, we do so with clarity and commitment. The past three years have transformed Threshold—not just in what we do,

but in how we do it. I'm proud of our evolution as a team and as community leaders. As we reflect on the progress we've made and look ahead to the work still to come, it is clear that our achievements have been made possible through your continued support. Whether through advocacy, membership, financial contributions, or volunteer efforts, your commitment to our mission plays a vital role in building a community where all youth have the opportunity to thrive.

Thank you for your ongoing support and partnership.

Thank you to our Board of Directors, dedicated staff, supportive funders and partners—and most importantly, to the youth whose resilience and courage inspire all that we do.

In gratitude,
Colin Tessier
Executive Director.

SPOTLIGHT

Honouring a New Beginning at PKOLS Lelum

In December 2024, Threshold Housing experienced a profoundly meaningful and historic moment. At our new home in W_SÁNEĆ territory (Saanich), we had the honour of witnessing a sacred masked dance ceremony—a deeply spiritual and cultural practice that marked a powerful new beginning for the space and all who will live within it.

This brushing-off ceremony is a traditional act of cleansing and protection, clearing away past energies and welcoming in a future rooted in care, safety, and renewal. For our staff, community members, and most importantly, the youth who will call this house home, the ceremony signified more than the start of a program—it marked the beginning of a space grounded in healing, belonging, and respect. We were especially humbled to be joined by Hereditary Chief Eric Pelkey, a respected

leader from the W_SÁNEĆ Nation. In a moving and generous gesture, Chief Pelkey offered a traditional name for the home: PKOLS Lelum. This name, which carries deep cultural significance, references the nearby PKOLS mountain, meaning “meeting place.” This name beautifully reflects the home’s purpose as a sanctuary for healing, community, and connection.

To receive this name is an honour we hold with deep gratitude and responsibility. It reminds us that this home—and all our homes—exist on unceded Indigenous territory, and that our work must continue to be guided by respect, reconciliation, and relationships with Indigenous partners and communities.

As we welcome youth into PKOLS Lelum, we do so with humility, purpose, and a renewed commitment to ensuring every young person feels safe, valued, and connected.



Program Update

In 2024, Threshold Housing celebrated a meaningful expansion of our Youth Supportive Housing (YSH) program with the opening of our third YSH home; PKOLS Lelum. Made possible through funding from our partners at the Ministry of Children and Family Development (MCFD), PKOLS Lelum reflects our continued commitment to providing safe, stable, and deeply supportive environments for youth with complex needs.

This expansion builds on the foundation of our existing YSH model, which offers 24/7 staffed homes with individualized, wraparound supports. What sets this model apart is its focus on trauma-informed care, harm reduction, and trust-building, delivered by a highly trained and dedicated team. Professional ethics, big hearts, and strong connections are embodied in each member of the team, forming the backbone of this deeply relational model of care.

One youth at PKOLS shared, “For the first time, I feel like I have people in my corner. I don’t have to do this alone anymore.” These moments remind us why we do this work.

In another proud moment for Threshold, Program Manager Kacie Stirrett and UVIC researcher Lewis Rhodes, presented at the 2025 International Conference on the Prevention of Youth Homelessness in Toronto, sharing insights from our Supportive Recovery Program. Global delegates learned what becomes possible when services are grounded in compassion, where forward-thinking, youth-centered supports move beyond conventional, more restrictive frameworks. Ongoing research led by UVic is nearing completion and confirms our model’s strong fidelity.

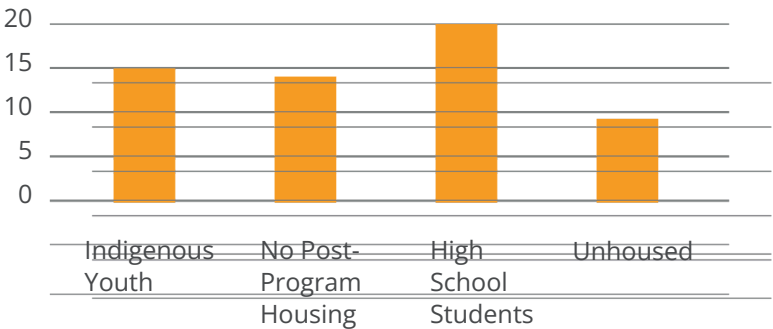
Another highlight of the year has been the meaningful expansion of our Housing Program’s scope. For the first time, Threshold welcomed a young parent and their child into our SHY program, an important milestone that reflects our commitment to adapting services to meet the diverse realities of youth in our community. This program supports youth in successfully transitioning into and maintaining private market housing with the consistent support of our wraparound team, including case managers, clinical counsellors, and

our Indigenous wellness team. In addition, monthly community meals foster connection, reduce isolation, and promote a sense of belonging. By supporting a young parent in this way, Threshold didn’t just prevent homelessness for one individual, it helped break the intergenerational cycle of homelessness, creating the conditions for a healthier, more secure future for both parent and child.

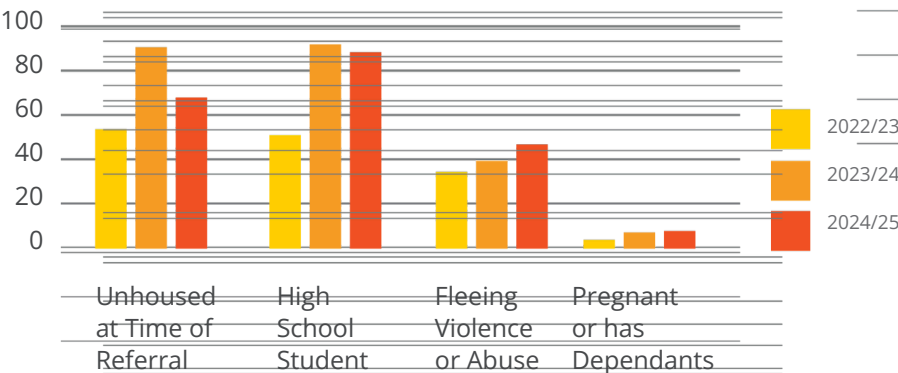
2024 was a year of expansion, innovation, and heart. With each new home, each cultural gathering, and each opportunity to share our learning on a national stage, Threshold continues to build a stronger, more compassionate future for all youth.

Who we supported in 2024

Supportive Recovery Referrals



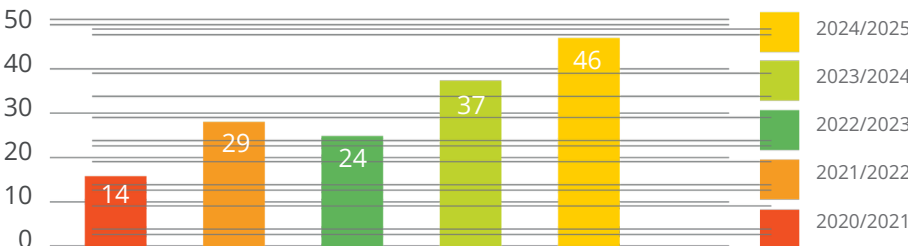
Housing Program Referrals



Youth in the 2SLGBTQIA+ community represented 31% of housing program referrals this year, a steady increase since 2020/21. With 46 referrals in 2024/25, this marks the highest number in recent years.

SPOTLIGHT

2SLGBTQIA+ Referrals



Highlights

68

Youth experiencing homelessness, shelter use, or couch surfing made up 68 referrals—still the most common situation at intake. While this is down from 90 in 2023/24, it remains a key area of concern.

59 %

Referrals from high school students made up 59% (88 referrals), highlighting ongoing demand among youth still engaged in education.

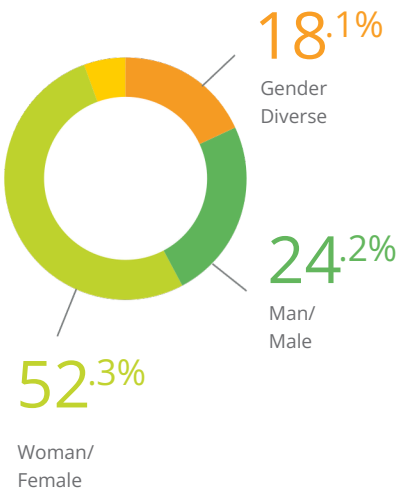
32 %

Youth fleeing violence or abuse increased again this year, reaching 47 referrals (32%).

8

Referrals involving pregnancy or dependents rose slightly to 8.

Youth Reported Gender Identity



Youth Reflections

**HOUSING PROGRAM
AND SUPPORTED
RECOVERY
PROGRAM (SRP)**

JUST HAVING PEOPLE AROUND WHO
GENUINELY WANT THE BEST FOR ME
**has made a huge
difference.**

**I'm learning to
accept and actually use
the help being offered.**

I GET TO PRACTICE REAL-LIFE SKILLS—
SETTING BOUNDARIES, HYGIENE,
BUDGETING GROCERIES, MANAGING
CRAVINGS, AND CONNECTING WITH
OTHERS BEYOND SUBSTANCE USE

**The engagement of
my case manager has
been so helpful.**

STAFF ARE FOCUSED ON
INDIVIDUALIZED SUPPORT AND
OFFER SO MANY RESOURCES!

I'M MUCH BETTER AT
SITTING WITH MY EMOTIONS
**and trying out new
coping strategies.**

**I've gained
confidence
in living
independently**

—COOKING, MANAGING MY
TIME—AND MY RELATIONSHIP
WITH MY FAMILY HAS REALLY
IMPROVED.

MY RECOVERY, SELF-ESTEEM,
CONFIDENCE, RELATIONSHIPS, AND
COPING SKILLS HAVE ALL IMPROVED
**because of this
program.**

**My confidence and
quality of life have
completely changed
because of this
program.**

**The staff are
always supportive.**
THEY SHOW UP FOR YOU,
NO MATTER WHERE YOU'RE
AT IN YOUR HEALING OR
SELF-GROWTH JOURNEY.

I FEEL MORE GROUNDED AND HAPPY.

**I'm choosing a
better path for
myself.**

**Being part of this
program gave me
the strength to be
independent.**

IT SHOWED ME I'M READY TO BUILD A LIFE
FREE FROM NEGATIVITY AND SUBSTANCE
USE. I'VE BEEN SOBER FOR OVER A
YEAR—IT'S BEYOND AMAZING."

**I feel safer
within
myself**

**I finally feel like a
person again**

—SAFE AND SECURE IN
MY HOUSING. MY MIND IS
BACK ON TRACK.

I'm doing really well!

I'M WORKING AS A MECHANIC NOW, AND I
ABSOLUTELY LOVE IT. THE JOB CAN BE TOUGH,

BUT EVERY DAY I'M LEARNING HOW TO OVER-
COME NEW CHALLENGES. I'M EVEN PLANNING
TO GO BACK TO SCHOOL SOON TO UPGRADE MY
SKILLS. THANKS TO THRESHOLD HOUSING,
I'VE BECOME A STRONG, INDEPENDENT PERSON.

I'M SO GRATEFUL—THANK YOU!

Strategic Plan

2022 - 2025

Goal 1 Service Delivery

THS provides an expanding offering of high-quality housing and services to at risk youth on Vancouver Island.

Objectives

- 1 Increase our scope of service provision.
- 2 Increase the types/models of housing offered.
- 3 Increase the number of housing units/beds.
- 4 Increase the amount of Indigenous cultural support.

Goal 2 Sector Leadership

Threshold Housing Society is a recognized leader in the sector.

Objectives

- 1 THS has increased positive community engagement including through social media, media engagements, and community education.
- 2 THS has increased examples of innovative and leading practices.
- 3 THS has an increased evidence base to support our model.
- 4 THS has increased the number of partnerships and tracks opportunities achieved through partnerships.

Goal 3 Financial Sustainability

THS is financially robust to support growth.

Objectives

- 1 Increase value of contract funding.
- 2 Increase the number of corporate sponsorships. Increase the number of individual donors. Increase working capital available (investments and cash) to direct toward expansion of housing assets (property).
- 3
- 4

Goal 4 Engaged and Effective Team

THS attracts and maintains a highly engaged and effective staff team.

Objectives

- 1 Increase wages up to above the median of industry standards in the next budget.
- 2 Increase staff engagement, satisfaction, and retention.
- 3 Increase opportunities for staff training and professional development.



Vision, Mission & Values

Our Vision

A community where
all youth thrive.

Our Mission

Threshold Housing Society works to prevent adult homelessness by providing safe housing, support services, and community to at-risk youth.

Our Values

Courage **Relaxation**

Motivated by the knowledge that youth in our community are regularly exposed to harm through experiences of homelessness and trauma, we will act boldly and with urgency toward creating a reality where every youth has access to safe housing and appropriate supports. We will not become complacent or satisfied with success. We will stand firm in our efforts to see real change to the systems that are not adequately supporting youth toward thriving futures. When necessary, we will speak truth to power and challenge circumstances that are unjust, inequitable, or harmful. We will not shrink when the moment requires our action or voice.

Empathy **Popularity**

We acknowledge the inter-connectedness between all people, and the complex histories that exist within relationships and life experiences. We acknowledge the realities and impacts of the inter-generational trauma that surrounds us, particularly for our Indigenous siblings and relations who continue to bear a heavy weight. In all our interactions we endeavor to act with compassion, patience, and love. We value listening and storytelling as ways to understand one another. We stand firmly beside youth in our community even when that stance comes with risk or is against the tide of public opinion. We believe that every youth, regardless of their histories or hardships, has the ability to thrive.

Adaptability **Control**

Motivated by the knowledge that we operate in a complex environment in constant change, we prioritize the need to be flexible, creative, and innovative. We hold true to our vision while understanding there are many paths that can be taken. We understand that trying to exercise too much control can stifle creativity, make us less effective, and harm our ability to respond quickly to opportunities.

Competence **Perfection**

Motivated by the knowledge that our work impacts young lives, we acknowledge the obligation to ensure a high standard is set across all areas of our organization. We put a priority on good stewardship of our resources and relationships, while ensuring integrity in our actions. We conduct ourselves with an orientation toward action and avoid the pursuit of perfection, which can impede our progress. We value evidence-based decision-making and are committed to continual learning and improvement.

In 2022, Threshold adopted the above set of functional & frictional values. The first word in the pairs below is the Value we aspire to, as explained in the description. The paired word is the commonplace **Counterpoint**, a status quo that doesn't support the outcomes to which Threshold is committed.

2024-2025 Financials

Year Ended March 31, 2025

Revenue	2025	2024
	\$	\$
Government funding	3,975,579	2,810,148
Grants	981,582	999,417
Donations and fundraising	460,575	349,977
Rent	194,755	222,394
Investment revenue	15,780	37,474
Amortization of deferred capital contributions	64,509	35,963
Unrealized gain on investments	8,191	18,377
Realized gain on investments	26,793	18,327
Totals	5,727,764	4,492,077

Expenses	2025	2024
Administrative expenses	229,338	187,216
Amortization	93,464	62,864
Fundraising	71,777	70,072
Housing program	835,016	748,805
Insurance	37,372	25,069
Investment management fees	3,789	6,184
Life skills program	59,941	37,841
Professional development	73,251	41,274
Professional fees	169,052	155,157
Salaries and benefits	4,235,972	2,956,746
Travel and meetings	72,990	66,996
Totals	5,881,962	4,358,224
Excess (deficiency) of Revenue over expenses	(154,198)	133,853

Thank you to our supporters

We could not do the work we do without the generous support of community organizations, businesses, faith communities, and you! We are so grateful to be surrounded by generous sponsors, organizations, and individuals who share our vision: a community where all youth thrive.

A big thank you to the organizations listed here for helping us to continue providing safe homes and brighter futures for the youth we serve:



A Way Home Canada & Making the Shift

Adventure Clothing

Altamira Foundation

Art Gallery of Greater Victoria

Big Wheel Burger Community Foundation

Canadian Online Giving Foundation

CGI Inc

Charities Aid Foundation

Churchmouse Books

Coast Capital Savings

Core Project Management

Country Grocer

Crowfoot Collective

Extend Communications

FormWell Homes

Health Benefits Digital Office

Hinterland Games

Home Depot - Saanich

Home Depot - Langford

Home Depot Canada Foundation

ISL Engineering and Land Services Ltd.

Ivan Holdings

Kelly Carpet Cleaning dba
KCC Restoration

North South Safety Services Ltd.

Pinewood Scientific Services Provincial

Employees Community
Services Fund (PECSF)

Rotary Club of Oak Bay

Rotary Club of Victoria

Rotary Club Victoria Harbourside

Royal Canadian Legion #7,
Britannia Branch

Sovereign Order of St. John of
Jerusalem Knights of Hospitaller
Silk Road Tea Company

SPARC BC

Stelly's High School Vital Youth

Strategic Charitable Giving Foundation

Telus Mobility for Good

The Catholic Women's League

Times Colonist

United Way Southern Vancouver Island

Urban Grocer

Victoria Chinatown Lioness Lions Club

Victoria Christian Retirement Society

Victoria Foundation

Victoria Residential Builders

Association

Victoria Soap Exchange

Victoria Women's Newcomers Club

How you can help

If you are interested in getting involved and supporting Threshold Housing, you can help provide brighter futures to at-risk youth:

Donate

Online

Visit thresholdhousing.ca/donate to make a one-time or to become a Brighter Future Funder and donate monthly!

By Mail

Threshold Housing Society,
1524 Fort Street,
Victoria BC V8S 5J2

If you have any questions about making a donation or the impact your donation will be having on the youth we serve at Threshold Housing, please contact Director of Development Sophia Seward at sophia.s@thresholdhousing.ca or call 778-677-3675.

Volunteer

While our volunteer needs are small, we can always use a few dedicated people to help with events, assist in our growing office, and contribute to maintaining our properties. Whether you are an individual or a group looking for volunteer opportunities, please email assist@thresholdhousing.ca to learn more.

Sponsor an Event

If your team or organization is looking to make a difference, please consider sponsoring an event. Fundraising through events is essential for our ability to continue to provide safe housing, support services, and community to at-risk youth.

To learn more about how you can host an event, please email Sophia Seward at sophia.s@thresholdhousing.ca

Become a Member

Join our membership to advocate the mission and vision of Threshold Housing Society and to spread awareness and understanding of youth homelessness in our community. Members can vote on important

changes at our Annual General Meetings to help bring real positive change. Please go to thresholdhousing.ca/member

Invite a Speaker

Having someone from Threshold come and speak to your team, club, faith group, or event does more than help us raise our profile. It's very likely that through a presentation someone will hear the information they need to help a youth/or family in their life.

Please email our Director of Development Sophia Seward at sophia.s@thresholdhousing.ca to discuss what your group is interested in learning about.

